



**OSD (DA&M) Briefing to the House Armed  
Services Committee Staff**  
Revision of DOD Directive 5100.73  
“DoD Management Headquarters Activities”

March 12, 1999



# Statutory Requirement

Section 911 (b)(2) FY 98 Authorization Act (P.L. 105 – 85)

- Submit report with recommendation on revising:
  - DoD Directive 5100.73
  - Management Headquarters definitions
- Report Due: January 15, 1998



# Compliance Status

- Initial HASC Staff briefing: March 1998
- Update HASC Staff briefing: March 1999
- Written report: April 1999



## Actions Taken

- September 1997: Working Group established
  - Lead: DA&M, OSD
  - Members: Military Departments, CJCS, USD (P&R), & USD (C)
- Oct –Dec 1997: Presentations by GAO, Services, Joint Staff, Defense Agencies/Field Activities



# Actions Taken

- Jan – May 1998:
  - Identified and analyzed issues
  - Developed findings and recommendations
  - Drafted revised directive and coordinated within the Working Group
- Jun – July 1998: 1<sup>st</sup> Formal DoD-wide coordination



## Actions Taken

- Aug – Nov 1998:
  - Analyzed & addressed critical issues
  - Redrafted directive
- Dec – Jan 1999: 2<sup>nd</sup> Formal DoD-wide coordination
- Feb – Mar 1999:
  - Addressed outstanding concerns
  - Incorporated changes in new draft



# Working Group Findings

- Directive not properly implemented DoD-wide
- Oversight not adequate to ensure compliance
- Implementation guidelines are confusing (i.e., 25% and 50% rules)
- Definitions basically sound, but need modification to show that command functions are included



# Working Group Findings

- Title of directive should be changed to reflect revised definition
- Personnel performing combatant HQ functions should be separately identified
- International Military Headquarters should not be included





# Pending Revisions

- DoD IG and Service IG compliance reviews
- Implementation guidelines simplified
  - All headquarters above a specified level are included
  - All direct reporting unit personnel that support MHAs are included
- Definition modified to show command functions are included



# Pending Revisions

- Title changed to “Major DoD Headquarters Activities” (MHAs)
- Separate visibility for combatant and managerial MHAs in FYDP and PB22
- International Military Headquarters eliminated, as MHAs but separate reporting required.
- DoD Components required to review direct reporting units within 120 days



# Implementation Issues

- Revised guidelines will increase MHA levels
- Statutory reductions should make allowance for expanded baseline